
THE IMPACT OF ELECTRONIC HUMAN RESOURCE MANAGEMENT PRACTICES ON ORGANIZATIONAL EXCELLENCE IN JORDANIAN ELECTRICITY COMPANY: THE MEDIATING ROLE OF ORGANIZATIONAL LOYALTY

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ABSTRACT

The study aimed to teach the electronic practices of human resources management in the Jordanian Electric Power Company regulatory organization and the mediating role of organizational loyalty by following the descriptive analytical approach. The primary data was collected during a questionnaire that was developed and distributed to the study sample consisting of managers, their assistants, heads of departments, and the administrative subject in the company's main center, which numbered (196) employees. For data analysis and hypothesis testing, the study used appropriate statistical methods using the Statistical Package for Social Sciences (SPSS) and (AMOS) programs. The study reached a set of results, the most important of which was the presence of a statistically significant effect of the electronic practices of human resource management (e-recruitment, training, and e-development, Electronic performance evaluation, electronic compensation) on organizational excellence with the presence of organizational loyalty as a mediating variable in the National Electric Power Company. The study recommended increasing the level of interest in applying electronic practices for human resources management, especially concerning performance evaluation, training, and development processes, whereby electronic programs, means, and technologies can be used to conduct an objective and professional evaluation of human resources following professional and administrative standards and to publish educational and training materials and make them available to employees through its website. Increasing the company's level of interest in achieving organizational excellence, By adopting procedures that contribute to building a distinguished leadership, encourage the establishment of a distinct organizational culture, and provide adequate support and motivation to subordinates.

Keywords: electronic practices of human resource management, organizational excellence, organizational loyalty.

1. Introduction

Business organizations are witnessing contemporary challenges resulting from technological development (Alghizzawi, Habes, & Salloum, 2019) intense competition, and rapid environmental changes, which in turn is reflected in the workflow of the organization (Rahi et al., 2020), which prompts it to seek to possess a set of distinct capabilities and resources to keep pace with these challenges and maintain survival and continuity in the labor market (Salloum, Al-Emran, Habes, et al., 2019), as the primary objective of managing Organizations is to create an appropriate mechanism for the effective

use of their resources and capabilities, which is reflected on their performance and profitability (Al-Samirae et al., 2020).

Organizations today are thinking about organizational excellence by investing in their human resources, as the study (Sun & Suntrayuth, 2022). indicated that the continuity of success and excellence for organizations is based on their possession of rare and creative resources and capabilities that cannot be imitated to achieve organizational excellence, which requires organizations to look for ways and the appropriate means to achieve this, and from here the rapid development of communication technology, the Internet and internal networks contributed to increasing the effectiveness of methods of communication and obtaining information, as electronic works of various dimensions and applications came into existence (Rahi et al., 2019). The areas of applications of information and communication technologies have also appeared in the management of organizational performance of business and human resources performance, which focuses mainly on facilitating, updating and controlling the group of works, procedures and daily investment transactions and automating them to reduce routine operations and development of human resources, business and achievements (DeCenzo et al., 2016). Organizational loyalty is considered the basis of organizational excellence, where organizational loyalty is defined as the attitude of working individuals towards the organization in which they work and the extent of their affiliation and desire to stay in it (Pandey & Khare, 2012). Organizational loyalty connects the organization and the individuals working in it and is considered one of the most important pillars upon which the organization is based as it seeks excellence through those cadres, as the greater the feeling of the individuals working towards the organization in which they work, the greater the efficiency and effectiveness in production and consequently profits and competitive advantage and achieving goals. What the organization seeks, the most important of which is organizational excellence (Aboobaker et al., 2021).

The energy sector is considered one of the most influential sectors in the Jordanian economy, especially the Jordanian electricity companies, which provide energy services to all sectors.(Habes, Alghizzawi, Khalaf, et al., 2018; Habes, Alghizzawi, Salloum, et al., 2018) These companies need human resources with distinct experiences and competencies, which requires them to adopt distinguished management practices to attract human resources with specialized technical skills and expertise, and to train, evaluate and maintain them.(Alghizzawi, Ghani, et al., 2018; Habes, Salloum, Alghizzawi, et al., 2018)In order to achieve the desired organizational excellence in providing services to all electricity service subscribers in the public and private sectors, this study came to know the role of organizational loyalty as a mediating variable in the relationship between electronic practices of human resource management and organizational excellence in Jordanian electricity companies.

2. LITERATURE REVIEW

The consequences of e-HR management are not always entirely positive or negative. In detail, with reference to Italian SMEs, operational electronic HRM practices appear to enhance the perceived internal efficiency of HRM but have no effect on the organizational commitment of employees. On the other hand, relational and transformational e-HRM practices positively influence employee commitment as well as their perceptions of the efficiency of HR departments.(Alghizzawi, Salloum, et al., 2018; Habes, 2019)The evidence points to many theoretical and management implications and will serve as an introduction to a growing body of theories and research seeking to explain the emergence of the e-HRM challenge in shaping the employee-organization relationship and in influencing the role of HR in SMEs (Bissola & Imperatori, 2013).According to (Altaf et al., 2019), which sought to know the

impact of electronic human resource management practices on performance. There is a positive impact of electronic human resources management with its dimensions (electronic recruitment, electronic selection, electronic training, electronic performance assessment, electronic communications, and electronic compensation) on the dimensions of operational performance (time, cost, service quality and flexibility). (Alhumaid et al., 2021) Moreover, (Rawash, 2012) study, entitled The Impact of Electronic Human Resources Management (E-HRM) on the market share of the institution, showed that this study aimed to know the effect of electronic human resources management (E-HRM) on the market share of the institution: an applied study on the Housing Bank for Trade and Finance in Jordan A literature review shows lack of a theoretical model describing electronic management (EM) in detail A normative literature review indicates the absence of a theoretical model describing human resource management (HRM) in detail The study found that there is a lack of empirical research regarding the integration between EM and HRM To improve the performance of the institution, therefore, the researcher tries to address these gaps in the literature by suggesting integration between electronic management and human resource management. (Alnawafleh et al., 2019; Salloum, Al-Emran, Khalaf, et al., 2019).

The electronic system has statistically significant effects on the provision of e-learning services in the management of electronic human resources. Where it is necessary to take advantage of e-learning services and the activities and functions of human resources management, such as training and distance learning. (Alghizzawi, Habes, Salloum, et al., 2019). The capabilities are available but are not exploited in this area of the employee. This imposes a need for optimal use of the tools and means of information and communication technology available in institutions, such as the Internet and the computer, in completing work and simplifying its procedures, which are considered an investment for institutions and not an acquisition of equipment. The goal is not to put a computer and an Internet line in every employee's office, but it is to make use of a computer, network, and ICT tools in all fields to the maximum extent possible (Amuna et al., 2017). In the same context, a study (Zour & Al-Moula, 2021) entitled Electronic human resources management practices and their contribution to enhancing the roles of knowledge workers in the Iraqi Ministry of Health and Environment, which aimed to identify the impact of electronic human resources management practices in the Iraqi Ministry of Health and Environment Through the main axes of the study (electronic recruitment, electronic training and development, electronic performance evaluation, and electronic compensation), and the level of their contribution to enhancing the roles of knowledge workers through the main axes represented by (observer, participant, organizer, learner) and the problem of the study reached by the researcher lies Through the initial phase, the exploratory study conducted by the study community and the Iraqi Ministry of Health and Environment applies some electronic human resource management practices, but not in an integrated manner. In addition, no evaluation process was conducted at the level of application of these practices and the challenges they face, and the extent to which these practices reflect on the roles of knowledge workers and their enhancement in the researched ministry. (Alhawamdeh et al., 2020; Habes et al., 2020) Where a random sample of (224) principals and managers representing the study community were selected, and to achieve the hypothesis test, the researcher used both the descriptive approach and the analytical approach, and the questionnaire was relied on as a main tool for the study in the collection. And tested using SPSS software. Through the study, the researchers reached a set of results, perhaps the most important of which is the application of the Iraqi Ministry of Health and Environment for some applications of electronic human resources management practices, namely (e-recruitment and electronic compensation), and this was confirmed by the results of the practical side (Alhumaid et al., 2020; Elbasir et al., 2020; Muhaisen et al., 2020).

2.1 Electronic Practices of Human Resource Management

The Human Resources Department works to practice its functions of attracting, selecting, assigning and fixing wages in traditional non-modern ways, which incurs sums of money that may increase the financial burden of the organization in addition to the time spent on it. However, the rapid changes in development and technological change have contributed to changing the traditional concepts of the entities the administrative matter, which made it imperative for the administrations to accept this development, keep pace with it, and adapt to it. (Alnaser et al., 2020; D. N. Tahat et al., 2020; K. M. Tahat et al., 2020). is not uncommon for organizations not to adapt to this development and continue in the traditional system that increases financial costs and is considered a waste of time (Mir et al., 2017). The concept of electronic practices to human resources is a set of methods and activities that work to transfer digital information used by human resources management, which would change the functions of traditional resources to electronic form with the development and passage of time (Gupta & Saxena, 2011).

The application of electronic practices in human resource management is one of the urgent needs to increase the competitive value of the organization and according to the organization's need, it requires only electronic tables and some systems, some of which may be complex depending on the solutions provided by the electronic human resources management to its practices, such as recruitment, selection and appointment (Baron, 2011), and (Shilpa & Gopal, 2011) believes that the effect of this lies in increasing the control over documents and documents, and thus the management's ability to control highly. He added that the use of modern technological methods in human resource management and practices is reflected in the resulting administrative costs by reducing them and reducing the recruitment and polarization period, and on the other hand, increasing the interaction of working individuals with various activities via the Internet. Where information technology has played an important and distinctive role in human resource management practices, especially with the rapid development of the Internet. (Ali et al., 2021; Habes et al., 2021; Ziani et al., 2021). Which contributed to facilitating the work between the working individuals and the administration. For example, the technological systems work to store the information of individuals and their training and employment data, so it is easy for the administration to obtain them (Elareshi, Habes, & Ziani, 2021; Raja & Balasubramanian, 2011; K. M. Tahat et al., 2022).

2.2 Organizational Excellence

Research and studies have shown that the Greeks were the first to use this concept, which for them meant courage and strength, as well as stability (Sendjaya, 2015). Organizational excellence is considered the lifestyle of the organization, or its structure, which can occur in small or large organizations, whether they are private organizations or government institutions (Atatsi et al., 2019), and the concept of organizational excellence lies through providing services that exceed customer expectations in terms of quality and flexibility. (Aoun et al., 2022; Elareshi, Habes, Ali, et al., 2021). In dealing or in delivery as well, which increases the competitive value of that organization. Organizations that have the advantage of organizational excellence are known as organizations that depend on their ability to be unique and differentiate from their competitors, so product excellence is a joint creativity between individuals and groups working in the organization, and departments that design action plans, but the only obstacle standing in the way of differentiation It is the available opportunities, the willingness, and the ability of the organization to exploit these opportunities in smart ways, and take advantage of them. (Alhawamdeh et al., 2020; Salloum, Al-Emran, Habes, et al., 2019) However, some

assume that the organization must be characterized by multiple exceptional characteristics, which do not stop at a particular aspect, including; Distinguishing the service or product provided, and its relations with stakeholders, as well as achieving this distinction through its relations and links with other organizations (Sendjaya, 2015).

The reward policy, in addition to the implementation of the cost leadership strategy to some extent, as the organizational arrangements would enhance and support this advantage. One of the most important skills required is the ability to carry out substantial and basic research. To achieve organizational excellence. Therefore, the essential basis for the excellence of any organization is creativity, innovation, and the development of a clear and accurate organizational structure, which contributes to achieving the desired goals, which are reflected in maximizing profits and competitive advantage in the market (Fathali, 2016). Organizational excellence achieves many benefits for the organization, by giving it the opportunity to distinguish itself from the competitive forces in business. It also contributes to achieving the desired goal, which is the sustainable competitive advantage, which requires exceptional and expensive strategies that are difficult for competitors to follow. The principle of organizational excellence is summarized in the ability of some organizations to achieve creativity and innovation in the implementation and design of their products and services. Where the importance of organizational excellence lies in its ability to achieve sustainable benefits that can last for a long time, if leaders and decision-makers seek to improve and develop the goods and services provided, so that they are reflected in the quality of services and goods, which in turn affects the increase in sales and maximizing profits in organization (Kilinc et al., 2012).

3. RESEARCH MODEL

In order to reach the desired goals in the study in determining the impact of the independent variable on the dependent variable and the mediating variable, the researcher designed a model for this study with the help of previous studies, and as shown in the following figure No. (1).

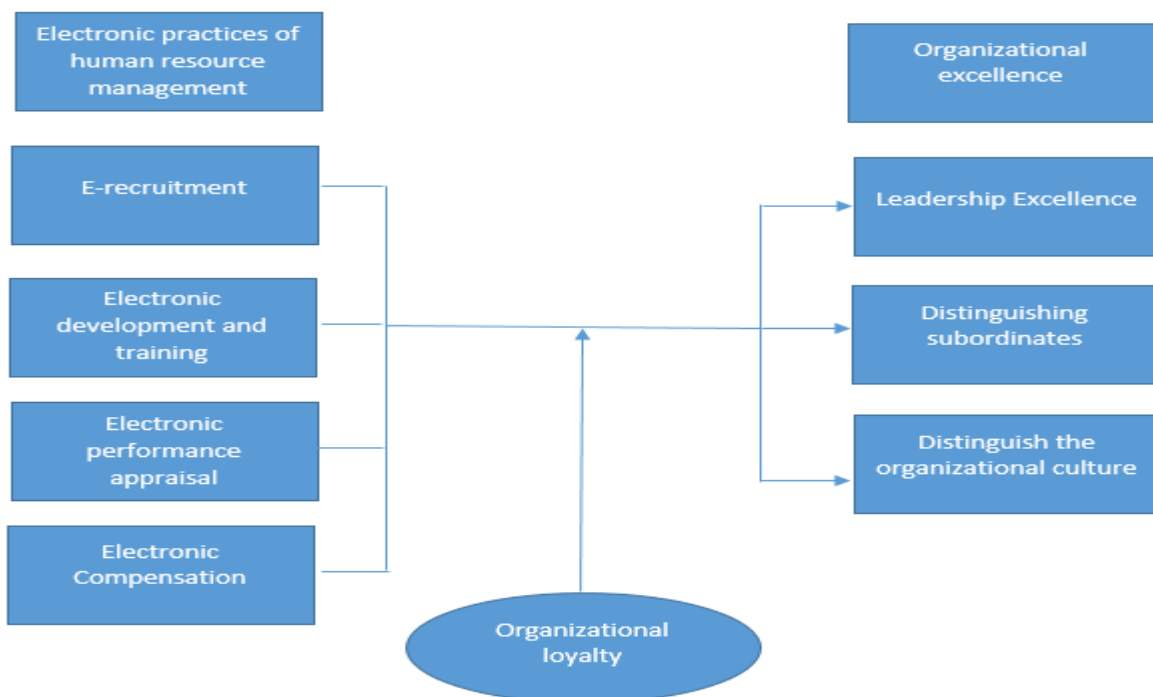


Figure No 1: Research Model

4. RESEARCH METHODOLOGY

This study aims to identify the impact of the electronic practices of human resources management on organizational excellence, the mediating role of organizational loyalty in the National Electric Power Company. And revealing the structure of the study tool used in collecting data from the study population, and the results of verifying its validity and reliability, as well as the results of tests of appropriateness of data for statistical analysis, and the statistical treatments used in data analysis and hypothesis testing. To achieve its objectives, this study relied on the descriptive and analytical approach, in order to clarify the relationship between the study variables (electronic practices of human resource management, organizational excellence, and organizational loyalty), and to reveal their trends and to identify the extent of their impact on the study problem, in order to reach the best solutions that enrich the relationship between The variables are explained. This approach is one of the commonly used approaches in applied and field studies (Al-Tarawneh, 2016; Alghizzawi & Habes, 2020; Alharafsheh et al., 2021; Almuhausen et al., 2020; Rahi et al., 2022; Saunders et al., 2009) due to its role in describing and clarifying the relationship between variables, and inferring from their analysis in finding relational links between them.

4.2 Study Population and Sample

This study was conducted on (1200) employees of the National Electric Power Company, according to information obtained from the company's human resources department. The study community included the administrative staff in the company's main center, represented by the senior management staff (managers and their assistants), middle departments (section heads) and lower departments (administrative staff), and field workers were excluded due to the nature of their work. The total number of employees representing the study community was (400) employee. The study sample size was determined according to Morgan's law and according to Sekaran and Bougie's statistical tables, at an error level of (0.05) and a confidence level (0.95), where the number of study sample members was (196) employees (Sekaran & Bougie, 2016).

4.2 Target Unit of Analysis

The referral unit included the higher departments (represented by managers and their assistants), middle departments (represented by department heads) and lower departments (represented by administrative staff) in the National Electric Power Company, which numbered (196) employees. The researcher distributed (196) questionnaires to the members of the target study sample, in cooperation with the human resources department in the company, and the researcher was keen to retrieve the largest percentage of the distributed questionnaires, as he was able to retrieve (194) questionnaires, of which (4) were invalid For statistical analysis, as a result of the presence of incomplete paragraphs, answer them and follow the pattern method in them, so that (190) questionnaires are valid for analysis, with a percentage of (96.94%) of the total questionnaires.

4.3 Data Collection Sources

The researcher relied on two types of sources to obtain the data and information necessary to prepare the theoretical and practical side of the current study and achieve their goals. These sources were secondary and primary sources.

4.3 Study Tool

The study tool is the main tool that is relied upon in the questionnaire. It collects information related to the individuals or target parties of the study sample and obtains data that expresses their opinions about the variables in the study environment, in order to understand the nature and form of the relationship between the variables, in light of the study problem and its objectives (Habes, Alghizzawi, Salloum, et al., 2018). Accordingly, the questionnaire of the current study included a set of questions and paragraphs with multiple choices, distributed on demographic and study variables.

4.4 The Methods Used To Test Hypotheses

The multidimensional and gradual linear analysis was relied on to test the impact of the electronic practices of human resources management in its combined dimensions on organizational excellence by their combined dimensions in the National Electric Power Company. And then a simple linear regression analysis to test the effect of organizational loyalty on organizational excellence in the National Electric Power Company. Finally, path analysis was applied using the (AMOS) program supported by the (SPSS) software to test the direct and indirect effect of the study variables on the fourth main hypothesis.

5. DATA ANALYSIS & DISCUSSIONS

H01The results of the first major hypothesis test: The table below shows a strong and positive correlation between the electronic practices of human resources management and organizational excellence, where the value of the correlation coefficient was ($R = 0.762$), and the value of the coefficient of determination was ($R^2 = 0.580$), and this indicates that the variable of electronic practices of human resources management explained what Its percentage is (58.0%) of the change in organizational excellence, and its value (42.0%) is due to other factors. As for the value of the modified coefficient of determination, Adj.R2, it reached (0.571), and the difference between it and the coefficient of determination was (0.009), which is a very small value, which indicates the ability of the accepted model variables to predict the values of the organizational excellence variable.

Table (1): Model summary and regression variance analysis for main hypothesis H01

Variance analysis ANOVA			Model Summary				dependent variable
Sig F*	The calculated F value	degrees of freedom	Standard error of the model	Adjusted R ² The coefficient of determination the average	R ² The coefficient of determination	R correlation coefficient	
0.000	63.967	4	0.651	0.571	0.580	0.762	organizational excellence

The table below shows the values of the regression coefficients for the electronic practices of human resources management, where it is found that the value of B in the dimension (electronic recruitment) has reached (-0.075), the standard error value in this dimension is (0.069), and the calculated T value in this dimension is (- 1.073) and at the level of significance (SigT = 0.284), which is greater than 0.05, which indicates that there is no significant effect of e-recruitment on organizational excellence. It also appears from the table that the value of B in the dimension (electronic training and development) reached (0.485), the standard error value in this dimension was (0.067), and the calculated T value for this variable was (7.204) and at the level of significance (SigT = 0.000), which is Less than 0.05, which indicates a positive significant effect of training and development on organizational excellence. As it can be seen from the table that the value of B in the dimension (electronic performance evaluation) reached

(0.219), the standard error value in this dimension was (0.061), and the calculated T value at this dimension was (3.580) and at the level of significance (SigT = 0.000), which is Less than 0.05, which indicates a positive significant effect of electronic performance evaluation on organizational excellence. As it appears from the table that the value of B in the dimension (electronic compensation) reached (0.159), the standard error value in this dimension was (0.067), and the calculated T value at this dimension was (2.358) and at the level of significance (SigT = 0.019), which is less of 0.05, which indicates a positive significant effect of electronic compensation on organizational excellence

Table (2): Regression coefficients for the main hypothesis H01

Regression Coefficients					
Sig T* Indication level	Calculated T value	Value of Beta	standard error	B coefficient	Independent variable
0.284	1.073-	0.069-	0.069	0.075-	e-recruitment
0.000	7.204	0.525	0.067	0.485	E-training and development
0.000	3.580	0.239	0.061	0.219	Electronic performance appraisal
0.019	2.358	0.149	0.067	0.159	Electronic Compensation

* The effect is statistically significant at the significance level ($\alpha \leq 0.05$)

H01.1 The results of the first sub-hypothesis test: The table below shows that there is a strong and positive correlation between the electronic practices of human resource management and the excellence of leaders, where the value of the correlation coefficient was ($R = 0.733$), and the value of the coefficient of determination was ($R^2 = 0.537$), and this indicates that the variable of electronic practices of human resources management was interpreted A percentage of (53.7%) of the change in leaders' excellence, and that its value (46.3%) is attributed to other factors. The value of the modified coefficient of determination Adj.R2 was (0.527), and the difference between it and the coefficient of determination was (0.010), which is a very small value, which indicates the ability of the accepted model variables to predict the values of the leaders' excellence dimension.

Table (3): Regression coefficients for the main hypothesis H01.1

Variance analysis ANOVA			Model Summary				Dependent variable
Sig F*	The calculated F value	degrees of freedom	Standard error of the model	Adjusted R ² The coefficient of determination the average	R ² The coefficient of determination	R correlation coefficient	
0.000	53.568	4	0.762	0.527	0.537	0.733	Distinguish the leaders

The table below shows the values of the regression coefficients for the electronic practices of human resources management, as it turns out that the value of B in the dimension (electronic recruitment) reached (0.026), and the calculated T value at this dimension was (0.321) and at the level of significance (SigT = 0.748), which is greater than 0.05, which indicates that there is no significant effect of e-recruitment on leadership excellence. It also appears from the table that the value of B in the dimension (electronic training and development) reached (0.439), and the calculated T value in this dimension was (5.569) and at the level of significance (SigT = 0.000), which is less than 0.05, which indicates a positive significant effect. For training and development to excel leaders. As it can be seen from the table that the value of B in the dimension (electronic performance evaluation) reached (0.268), and the calculated T value in this dimension was (3.751) and at the level of significance (SigT = 0.000), which is less than 0.05, which indicates a positive significant effect. To evaluate electronic performance on the

excellence of leaders. As it appears from the table that the value of B in the dimension (electronic compensation) amounted to (0.151), and the calculated T value in this dimension was (1.920) and at the level of significance (SigT = 0.056), which is greater than 0.05, which indicates that there is no significant effect of compensation Electronic to distinguish leaders.

Table (4): Regression coefficients for the main hypothesis H01.1

Regression Coefficients					
Sig T* Indication level	Calculated T value	Value of Beta	standard error	B coefficient	Independent variable
0.748	0.321	0.022	0.081	0.026	e-recruitment
0.000	5.569	0.427	0.079	0.439	E-training and development
0.000	3.751	0.264	0.072	0.268	Electronic performance appraisal
0.056	1.920	0.127	0.079	0.151	Electronic Compensation

* The effect is statistically significant at the significance level ($\alpha \leq 0.05$)

H01.2 The results of the second sub-hypothesis test: The table below shows a strong and positive correlation between the electronic practices of human resources management and the excellence of subordinates, where the value of the correlation coefficient was ($R = 0.643$), and the value of the coefficient of determination was ($R^2 = 0.413$), and this indicates that the variable of electronic practices of human resources management It explained a rate of (41.3%) of the change in the excellence of subordinates, and that its value (58.7%) is attributed to other factors. As for the value of the modified coefficient of determination, Adj.R2, it reached (0.401), and the difference between it and the coefficient of determination was (0.012), which is a very small value, which indicates the ability of the accepted model variables to predict the values of the dimension of excellence of the subordinates.

Table (5): Model summary and regression variance analysis for main hypothesis H01.2

Variance analysis ANOVA			Model Summary				Dependent variable
Sig F*	The calculated F value	degrees of freedom	Standard error of the model	Adjusted R ² The coefficient of determination the average	R ² The coefficient of determination	R correlation coefficient	
0.000	26.603	4	0.904	0.401	0.413	0.643	Distinguish the leaders

The table below shows the values of the regression coefficients for the electronic practices of human resources management, where it is found that the value of B in the dimension (electronic recruitment) reached (0.013), the standard error value in this dimension was (0.096), and the calculated T value at this dimension was (0.139). And at the level of significance (SigT = 0.890), which is greater than 0.05, which indicates that there is no significant effect of electronic recruitment on the excellence of subordinates. It also appears from the table that the value of B in the dimension (electronic training and development) reached (0.457), the standard error value in this dimension was (0.093), and the calculated T value in this dimension was (4.888) and at the level of significance (SigT = 0.000), which is Less than 0.05, which indicates a positive significant effect of training and development on the excellence of subordinates. As it can be seen from the table that the value of B in the dimension (electronic performance evaluation) reached (0.223), the standard error value in this dimension was (0.085), and the calculated T value at this dimension was (2.631) and at the level of significance (SigT = 0.000), which is Less than 0.05, which indicates a positive significant effect of electronic performance

evaluation on the excellence of subordinates. As it appears from the table that the value of B in the dimension (electronic compensation) reached (0.107), the standard error value in this dimension was (0.093), and the calculated T value at this dimension was (1.147) and at the level of significance (SigT = 0.253), which is the largest of 0.05, indicating that there was no significant effect of electronic compensation on the excellence of subordinates.

Table (6): Regression coefficients for the main hypothesis H01.2

Regression Coefficients					
Sig T* Indication level	Calculated T value	Value of Beta	standard error	B coefficient	Independent variable
0.890	0.139	0.011	0.096	0.013	E-recruitment
0.000	4.888	0.421	0.093	0.457	E-training and development
0.009	2.631	0.208	0.085	0.223	Electronic performance appraisal
0.253	1.147	0.085	0.093	0.107	Electronic Compensation

* The effect is statistically significant at the significance level ($\alpha \leq 0.05$)

H01.3 The results of the third sub-hypothesis test: The table below shows that there is a strong and positive correlation between the electronic practices of human resource management and the distinction of organizational culture, where the value of the correlation coefficient was ($R = 0.733$), and the value of the coefficient of determination was ($R^2 = 0.537$), and this indicates that the variable of electronic practices of resource management Humanity explained a rate of (53.7%) of the change in organizational culture excellence, and that its value (46.3%) is attributed to other factors. The value of the modified coefficient of determination Adj.R2 was (0.527), and the difference between it and the coefficient of determination was (0.010), which is a very small value, which indicates the ability of the accepted model variables to predict the values of the dimension of organizational culture excellence.

Table (6): Model summary and regression variance analysis for main hypothesis H01.3

Variance analysis ANOVA			Model Summary				Dependent variable
Sig F*	The calculated F value	degrees of freedom	Standard error of the model	Adjusted R ² The coefficient of determination the average	R ² The coefficient of determination	R correlation coefficient	
0.000	53.603	4	0.668	0.527	0.537	0.733	Distinguish the organizational culture

The table below shows the values of the regression coefficients for the electronic practices of human resources management, as it turns out that the value of B in the dimension (electronic recruitment) amounted to (-0.184), and the value of the standard error in this dimension was (0.071), and the value of T calculated at this dimension was (- 2.586) and at the level of significance (SigT = 0.010), which is less than 0.05, which indicates a positive significant effect of e-recruitment on organizational culture excellence. It also appears from the table that the value of B in the dimension (electronic training and development) reached (0.374), the standard error value in this dimension was (0.069), and the calculated T value at this dimension was (5.404) and at the significance level (SigT = 0.000), which is less of 0.05, which indicates a positive significant effect of training and development on organizational culture excellence. As it can be seen from the table that the value of B in the dimension (electronic performance evaluation) reached (0.290), the standard error value in this dimension was (0.063), and the calculated T value at this dimension was (4.623) and at the level of significance (SigT = 0.000), which

is Less than 0.05, which indicates a positive significant effect of electronic performance evaluation on organizational culture excellence. As it appears from the table that the value of B in the dimension (electronic compensation) reached (0.239), the standard error value in this dimension was (0.069), and the calculated T value at this dimension was (3.456) and at the level of significance (SigT = 0.001), which is less of 0.05, indicating that there was no significant effect of electronic compensation on organizational culture excellence.

Table (7): Regression coefficients for the main hypothesis H01.3 H02

Regression Coefficients					
Sig T* Indication level	Calculated T value	Value of Beta	standard error	B coefficient	Independent variable
0.890	0.139	0.011	0.096	0.013	e-recruitment
0.000	4.888	0.421	0.093	0.457	E-training and development
0.009	2.631	0.208	0.085	0.223	Electronic performance appraisal
0.253	1.147	0.085	0.093	0.107	Electronic Compensation

* The effect is statistically significant at the significance level ($\alpha \leq 0.05$)

H02 The results of the second major hypothesis test: The table below shows that there is a strong and positive correlation between the electronic practices of human resources management and organizational loyalty, where the value of the correlation coefficient is ($R = 0.690$), and the value of the coefficient of determination is ($R^2 = 0.476$), and this indicates that the variable of electronic practices of human resources management It explained (47.6%) of the change in organizational loyalty, and that its value (52.4%) is attributed to other factors. As for the value of the modified coefficient of determination, Adj.R2, it reached (0.465), and the difference between it and the coefficient of determination was (0.011), which is a very small value, which indicates the ability of the accepted model variables to predict the values of the organizational loyalty variable.

Table (8): Model summary and regression variance analysis for main hypothesis H02

Variance analysis ANOVA			Model Summary				Dependent variable
Sig F*	The calculated F value	degrees of freedom	Standard error of the model	Adjusted R ² The coefficient of determination the average	R ² The coefficient of determination	R correlation coefficient	
0.000	42.000	4	0.709	0.465	0.476	0.690	organizational loyalty

The table below shows the values of the regression coefficients for the electronic practices of human resources management, as it turns out that the value of B in the dimension (electronic recruitment) amounted to (0.018), the standard error value at this dimension was (0.076), and the value of T calculated at this dimension was (0.243). And at the level of significance (SigT = 0.808), which is greater than 0.05, which indicates that there is no significant effect of e-recruitment on organizational loyalty. It also appears from the table that the value of B in the dimension (electronic training and development) reached (0.258), the standard error value in this dimension was (0.073), and the calculated T value for this variable was (3.516) and at the level of significance (SigT = 0.001), which is Less than 0.05, which indicates a positive significant effect of training and development on organizational loyalty. As it can be seen from the table that the value of B in the dimension (electronic performance evaluation) reached

(0.332), the standard error value in this dimension was (0.067), and the calculated T value at this dimension was (4.990) and at the level of significance (SigT = 0.000), which is Less than 0.05, which indicates a positive significant effect of electronic performance evaluation on organizational loyalty. As it can be seen from the table that the value of B in the dimension (electronic compensation) reached (0.119), the standard error value in this dimension was (0.073), and the calculated T value in this dimension was (1.621) and at the level of significance (SigT = 0.107), which is less of 0.05, indicating a positive significant effect of electronic compensation on organizational loyalty.

Table (9): Regression coefficients for the main hypothesis H02

Regression Coefficients					
Sig T* Indication level	Calculated T value	Value of Beta	standard error	B coefficient	Independent variable
0.808	0.243	0.018	0.076	0.018	e-recruitment
0.001	3.516	0.287	0.073	0.258	E-training and development
0.000	4.990	0.373	0.067	0.332	Electronic performance appraisal
0.107	1.621	0.114	0.073	0.119	Electronic Compensation

* The effect is statistically significant at the significance level ($\alpha \leq 0.05$)

H03The results of the third major hypothesis test: The table below shows that there is a strong and positive correlation between the organizational loyalty variable and organizational excellence, where the value of the correlation coefficient is ($R = 0.718$), and the value of the coefficient of determination is ($R^2 = 0.515$), and this indicates that the variable of organizational loyalty is interpreted as (51.5%) of the change in organizational excellence, and that its value (48.5%) is due to other factors. As for the value of the adjusted coefficient of determination, Adj.R2, it reached (0.512), and the difference between it and the coefficient of determination was (0.003), which is a very small value, which indicates the ability of the accepted model variables to predict the values of the organizational excellence variable.

Table (10): Model summary and regression variance analysis for the main hypothesis H03

Variance analysis ANOVA			Model Summary				Dependent variable
Sig F*	The calculated F value	degrees of freedom	Standard error of the model	Adjusted R ² The coefficient of determination the average	R ² The coefficient of determination	R correlation coefficient	
0.000	199.656	1	0.694	0.512	0.515	0.718	organizational excellence

The table below shows that the values of the regression coefficients for the variable of organizational loyalty, as it turns out that the value of B for the variable (organizational loyalty) reached (0.736), the value of the standard error in this dimension was (0.052), and the value of T calculated for this variable was (14.130). And at the level of significance (SigT = 0.000), which is less than 0.05, which indicates a positive significant effect of the organizational loyalty variable on the organizational excellence variable.

Table (11): Regression coefficients for the main hypothesis H03

Variance analysis ANOVA			Model Summary				Dependent variable
Sig F*	The calculated F value	degrees of freedom	Standard error of the model	Adjusted R ² The coefficient of determination the average	R ² The coefficient of determination	R correlation coefficient	
0.052	0.736	0.000	14.130	0.718	0.052	0.736	organizational loyalty

The results of the fourth major hypothesis test: The results of the statistical analysis in the table below showed that the value of (Chi² = 12.922) is statistically significant, as the level of significance was (Sig = 0.000) which is less than 0.05, and the value of chi-square after division. The degree of freedom is (3.231), which is less than the number 5, the root mean square error approximation index is (RAMSEA = 0.067), which is close to zero, and on the other hand, the quality of fit index (GFI = 0.977), which is closer to Somewhat down to the number one, where the integer indicates good quality fit, as well as the comparative fitness index (CFI = 0.992), which is also fairly close to the first number, and the differential fitness index (IFI = 0.992), which is also fairly close From the first number, as the standard fit index is NFI = 0.983), which is also fairly close to the number one, this indicates that all indicators indicate good fit with the model (Gujarati et al., 2004).

Table (12): The results of the path analysis test to verify the direct and indirect impact of the electronic practices of human resources management on job discrimination with the presence of organizational loyalty as a mediating variable

Model Fit								
RAMSEA	NFI	IFI	CFI	GFI	Sig	Df	Chi ²	Description
0.067	0.983	0.992	0.992	0.977	0.000	4	12.922	Career Excellence
GFI	Goodness of Fit mus proximity							
CFI	Comparative Fit Index							
IFI	Incremental Fit Index							
NFI	Normed Fit Index							
RAMSEA	Root mean square error of approximation							

This confirms the existence of a positive role for organizational loyalty as a mediating variable in the impact of electronic practices of human resources management on job discrimination. Therefore, it can be said that there is an indirect, normative, moral impact of the electronic practices of human resources management in job discrimination with the presence of organizational loyalty as a mediating variable, and therefore the fourth null hypothesis can be rejected, and the alternative accepted, which states: "There is a statistically significant effect at the significance level ($0.05 \geq \alpha$) for the electronic practices of human resource management with its exclusion (electronic recruitment, electronic development and training, electronic performance evaluation, electronic compensation) in organizational excellence with the presence of organizational loyalty as a mediating variable in the National Electric Power Company.

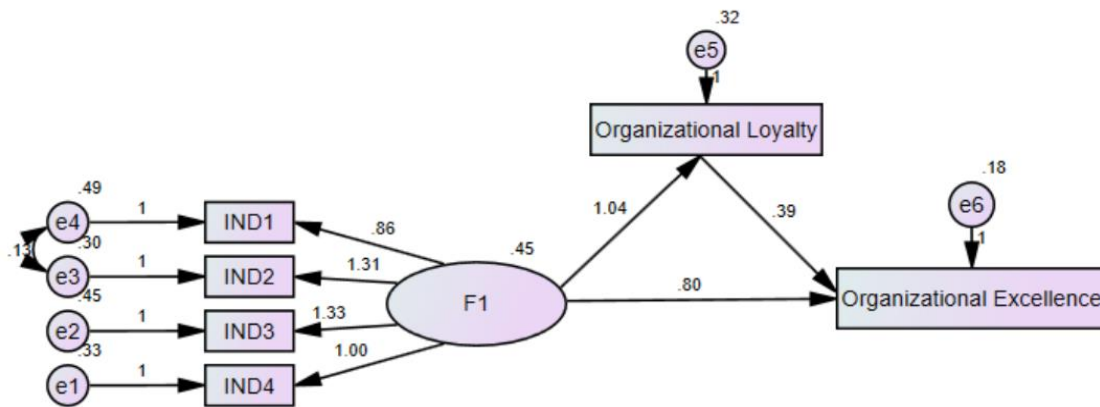


Figure No. (2) Results of the fourth main hypothesis test

F1: Electronic practices for human resource management

IND1: Electronic Recruitment

IND2: E-Development and Training

IND3: Electronic performance evaluation

IND4: Electronic Prostheses

6. CONCLUSIONS & RECOMMENDATION

The results of the analysis of the study tool indicated the mediation of the level of interest of the National Electric Power Company in applying electronic practices for human resource management, where the arithmetic mean reached (3.389), and all dimensions appeared with medium relative importance, as it ranked first (electronic compensation) while it ranked fourth and last (evaluation electronic performance). This indicates the interest of the National Electric Power Company in applying modern technological practices in the management of its human resources, but this interest is still below the required level, which may be due to the lack of the necessary and appropriate infrastructure to automate the activities and operations of human resources management represented in hardware, software, communication networks and databases. And the lack of adequate support by management to apply technology processes in human resource management. Hence, the level of interest of the National Electric Power Company in organizational excellence mediated, where the arithmetic mean reached (3.284), and all dimensions appeared with medium relative importance, as it came in the first place (distinguishing subordinates) while it came in the third and last place (distinguishing leaders). This indicates the interest of the National Electric Power Company to achieve organizational excellence, but this interest is still below the required level, and this may be due to the nature of the organizational structure of the company, and the management's directions towards adopting activities and processes of continuous development and improvement, and the provision of supportive and distinguished leadership and organizational culture that supports individuals and contributes In achieving the goals and objectives of the company. And it was found in the results that the level of interest of the National Electric Power Company in organizational loyalty mediated, where the arithmetic mean was (3.526), and this indicates the loyalty of the employees of the National Electric Power Company towards the company, and the interest of the company's management to the extent of providing many of the ingredients that support this loyalty and contribute to maintaining Accordingly, especially with regard

to providing support for progress in work, achieving job security, providing all requirements necessary to perform work, and enhancing a sense of independence and responsibility when performing tasks.

The researcher believes that the impact of the electronic practices of human resources management indicates the positive role and the great importance of these practices in achieving organizational excellence, as they contribute to attracting experienced and qualified people to work for them, and works to provide all the requirements necessary to develop and enhance their capabilities and skills, and provide electronic databases to evaluate It also contributes to improving and developing the company's incentives and rewards system, which is positively reflected in the company's tendency to improve its performance and enhance its ability to optimally utilize the resources and capabilities available to it, and enhance its competitiveness, and thus achieve organizational excellence. Where the moral effect appeared in both electronic performance assessment and electronic training and development, while it did not appear in both electronic recruitment and electronic compensation, and the absence of an impact for these two dimensions does not mean that they do not have an impact on organizational loyalty, but rather shows that the rest of the dimensions are more important and influential. The researcher believes that the impact of the electronic practices of human resources management indicates the positive role and the great importance of these practices in achieving organizational loyalty, as they contribute to improving the knowledge, skills, capabilities, attitudes, behaviors and orientations of its employees, and the organization of business and activities related to them, which contributes to the development and strengthening of their loyalty and affiliation towards company. Finally, with regard to the results of testing the fourth main hypothesis, it was found that there is a statistically significant effect of the electronic practices of human resources management on organizational excellence, with the presence of organizational loyalty as a mediating variable in the National Electric Power Company. The researcher believes that the presence of this effect indicates that the electronic practices of human resources management play an influential role And positively in the behavior and attitudes of the employees towards the company, which is represented in their willingness to exert effort for the benefit of the company, the desire to stay and continue in it, acceptance of its main values and objectives, and the fulfillment of the requirements that contribute to achieving excellence and excellence in its performance, which leads to its achievement of organizational excellence.

6.1 Recommendation

Based on the findings of the study, the researcher recommends the need to increase the level of interest in applying electronic practices for human resources management, especially with regard to performance appraisal, training, and development processes, whereby electronic programs, means, and technologies can be used to conduct an objective and professional evaluation of human resources in accordance with professional and administrative standards and to publish Educational and training materials are made available to employees through its website. It also called for increasing the level of dependence of the management of the National Electric Power Company on electronic means, programs, and systems in the process of attracting and hiring employees. The National Electric Power Company should increase interest in achieving organizational excellence, by adopting measures that contribute to building a distinguished leadership, encourage the establishment of a distinct organizational culture, and provide adequate support and motivation to subordinates. Moreover, there is an argument for the NEPCO's management to adopt practices and procedures that enhance its ability to face obstacles and challenges that negatively affect performance, and help it overcome them. Most importantly, the National Electric Power Company must build a supportive organizational culture to

achieve justice among employees, and take decisions that satisfy all parties. In the same matter, providing all the ingredients that contribute to building and consolidating organizational loyalty among workers, especially with regard to the field of developing their skills and abilities through providing adequate training, providing material and moral support on an ongoing basis, and following clear standards and foundations commensurate with the achievements in the promotion process.

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